AR Today

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SPI: Making Life Easier

The Single Process Initiative (SPI) provides a method to implement acquisition reform goals in existing contracts. Led by Defense Contract Management Command (DCMC), it allows contracts to be modified to replace multiple government-unique management and manufacturing systems and processes with common, facility-wide, or across-the-corporation systems and processes. This increases efficiency and reduces contractor operating costs, contributing to cost, schedule, and performance benefits for the government.

SPI plays a major role in Civil Military Integration (CMI). The focus of SPI is to establish a partnership between industry and government, to migrate to best practices, and to ultimately lower the costs of products acquired by DoD, resulting in significant savings. First envisioned as a tool to eliminate military specifications and standards in short time periods, SPI has proven to have much more potential. It confirms that reform efforts require a long-term focus and cultural changes occur gradually.

SPI offers a "win-win" situation for both government and industry. It is not so much a finite objective as it is a journey toward Civil Military Integration.

The time frame for implementing a SPI has been one of the keys to its success. DoD established SPI as a four-step process with a 120-day cycle time. Steps include: Proposal Development (30 days), Approval (60 days), Contract Modification (30 days), and Implementation. Contractors propose "block changes" through SPI concept papers or proposals. A block change is an Administrative Contracting Officer (ACO)-initiated contract modification that changes all impacted contracts at one time through one modification. These proposals are reviewed and approved by a Management Council that includes senior representatives from DCMC, Defense Contract Audit Agency (DCAA), key military service or civilian agency customers, and the contractor. After approval of a contractor's SPI proposal, the ACO executes the block change.

The role of DCMC and its ACOs is crucial to the success of SPI. Assisting ACOs and other functional specialists in the implementation of SPI is the SPI Management Team. The team includes representatives of the Office of the Secretary of Defense, the military services, DCAA, Defense Logistics Support Command (DLSC), DoD Inspector General and is chaired by DCMC.

The managers and promoters of SPI, DCMC's Contract Administration Office (CAO), rely on Management Councils to facilitate constructive exchange throughout the SPI process. Ultimately, Management Councils approve all SPI proposals. These councils, along with corporate management councils, play key roles in implementing reform efforts in the corporation.

An example of this is the Rockwell Collins Management Council, which includes members from Rockwell Collins, Army, Navy, Air Force, DLSC, DCMC, and DCAA, has had great success with SPI.

Focus on R-TOC

"History has shown that there is a migration of funds out of the modernization budget to pay for cost growth in Operation and Support (O&S) accounts. Not only does this delay the pace of modernization, it also unnecessarily degrades warfighting capacity, " said Dr. Jacques S. Gansler, Under Secretary of Defense (Acquisition, Technology & Logistics)(OUSD (AT&L)). Achieving Reduction in Total Ownership Costs (R-TOC) can stop the modernization funds migration and ensure that warfighter's present and future needs are met. R-TOC can be accomplished by inserting cost-reducing technology in fielded systems (e.g., improvements to increase reliability, maintainability, and supportability), reducing logistics cycle times and competitively sourcing product support.

The program has several key steps in reducing TOC. These steps include: identifying requirements for cost reduction, forming a team, establishing a baseline, establishing goals, identifying cost drivers, developing cost reduction initiatives, developing strategies to achieve those initiatives, developing an executable business plan, executing the plan and, finally, measuring progress.

The FY 2001-2005 Defense Planning Guidance (DPG) specifies that each military department should strive to reduce the O&S cost of fielded systems (excluding manpower and fuel) by 20% (compared

How Do I Get My Required 80 CEUs?
The Continuous Learning PAT
Tackles the Question...

DoD policy requires each Acquisition and Technology Workforce (A&TWF) member achieve 80 Continuing Education Unit (CEU) points every two years. Eighty points does not necessarily mean 80 hours of training. CEUs are granted dependent on the type of training and its difficulty as determined by the Services and DoD. And, unlike A&TWF certification and assignment-specific requirements, currently no course requirements or other training recommendations satisfy this continuous learning (CL) requirement. So what does one really do to stay current?

A new Process Action Team (PAT) has been dedicated to figuring this out. They will establish guidelines and make recommendations for CL-related resources.

The PAT will present all relevant CL resources to the Acquisition Management Functional Advisor, focusing primarily on program management and general acquisition training. It will identify three categories of DoD resources that are:

- Broadly applicable to the A&TWF; these may be recommended as mandatory.
- Service or defense-agency specific. The PAT will identify resources and the Services will make recommendations.

- Modifiable to become broadly applicable.

The PAT will focus on general and just-in-time training resources. It will attempt to concentrate on distance learning materials that can be made available at limited costs, but the PAT will also list classroom resources and segments of existing resources, such as modules of a particular course.

The PAT will evaluate resources based on the following criteria:

- Currency: Defined as post-1996 material
- Timeliness: Judged by relevance or response to recent policy actions
- Ease of Use
- Accessibility
- Jointness: Applicability across DoD
- Validity for Various Certification Levels
- CEU Points: The PAT will defer to any currently established CEUs. If a resource has not assigned CEU points, the PAT will make a recommendation on the number of points.
- Applicability to Career Field
- Just-In-Time/Phase-Specific: Relation to current A&TWF duty-specific activities
- Feedback Received from A&TWF Members
- Organizational Recommendation: Recommendation by DoD organization for its own AT&L personnel
- AR Initiative Relevance.

The PAT intends to be a source of information — making training requirements easier to meet and more relevant to various acquisition jobs. Services and agencies may then use the recommended CL materials in the most effective and appropriate way. PAT results are pending Summer 2000.

For more information about the Continuous Learning Policy, please visit *http://www.acq.osd.mil/ar/doc/contlear.pdf.*

—AR—

How to Reach AR Today

Do you have an Acquisition Reform success story? Please send comments, letters, articles, ideas for articles, photos, and notices of upcoming events to:

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E-mail: ar_today@sra.com
Mail: P.O. Box 17872
**   Arlington, VA 22216-7872**

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Moving Acquisition Reform to the Next Millennium: DoD 5000 Rewrite

Throughout his tenure, Under Secretary of Defense (Acquisition, Technology & Logistics (USD(AT&L)) Dr. Jacques Gansler has emphasized the need for a redesigned acquisition process that would reduce the time it takes to field new systems, capitalize on rapid advances in technology and emphasize a more commercial approach. To ensure that such a system is formalized, he has directed a rewrite of DoDD 5000.1 and DoD 5000.2-R (the 5000 Series Acquisition Regulations). In his instructions to principal staff members, he indicated the revised regulations would emphasize:

- Rapid acquisition with demonstrated technology
- Time-phased requirements and evolutionary development
- Integration of acquisition and logistics
- Integrated test and evaluation
- Interoperability
- Cost as a requirement that drives design, procurement and support
- Increased competition

The Defense Acquisition Policy Working Group (DAPWG), with representatives from the Services, OSD staff and OSD agencies, is chartered to recommend acquisition policy changes and has direct responsibility for the rewrite. The senior executive service/flag officer level Defense Acquisition Policy Steering Group (DAPSG) will review their work.

The revised regulations will describe a preference for acquisition strategies that will meet these objectives and emphasize demonstrations, evolutionary acquisition, independent technical risk assessment and smart acquisition throughout the acquisition life cycle.

The DAPSG recently reviewed and approved a revised acquisition model, which will form the basis for the revised regulations. This rewrite is planned to be completed by February 2000.

Look to the new 5000 Series to provide more flexibility to Program Managers and guide DoD's acquisition strategy into the next millennium! *—AR—*

SPI: Making Life Easier

(Continued from page 1)

The Council first met in 1996 and to date has 19 successful SPI initiatives, resulting in approximately $3.5 million in government savings and other non-monetary benefits.

The success of the AN/ARC-210, an airborne communications system that Rockwell Collins manufactures and sells to DoD, has resulted from a combination of SPI initiatives. These initiatives resulted in a 25% reduction in costs over two years for this program. By giving the contractor the ability to focus on performance specifications rather than military specifications, DoD received the benefits of reduced cost, increased reliability, decreased cycle time and delivery, and the ability to use more current technology. According to Jim Steggall from Rockwell Collins, "SPI is one of the best initiatives I've seen over the 20 years I've been a contractor." The Management Council received an award at the Second Annual SPI Recognition Program last year for its efforts in Business Process Reengineering.

SPI Workshop

A workshop was conducted at Ft. Belvoir, VA, on July 19-21, 1999, in an effort to streamline, refocus, and encourage the use of SPI as a key enabler of CMI. The Deputy Under Secretary of Defense (Acquisition Reform), the Defense Systems Management College (DSMC) and DCMC sponsored it. The focus was on improving SPI through communication and education.

The audience of approximately 180 people included the working level SPI community, DLA, DCMC, DCAA, DoD Inspector General (IG), and industry representatives. The first day consisted of senior level speakers and panelists from DoD and industry, who focused on the role of SPI in CMI and Acquisition Reform. On the second day, the attendees were broken up into groups to focus on one of the following ten key areas: the Goodness of SPI, Corporate Council Interface, To Escalate or Not to Escalate…, Component Team Leader Roles and Responsibilities, Reprocurement Issues, Reengineering the SPI Process, DCMC Roles and Responsibilities, Regulatory and Statutory Issues,

DCAA Roles and Cost Benefit Analysis, and Subcontractor Issues.

By the end of the workshop, these groups had made 60 separate recommendations. Recommendations fall into four overarching themes: policy issues; communication, outreach, and training; empowerment and recognition; and senior level support. The recommendations were presented to the SPI Executive Council, and approved for implementation.

SPI Executive Council

The DoD SPI Executive Council meets quarterly to facilitate SPI successes and to offer solutions to challenges. It is chaired by Mr. David Oliver, Principal Deputy Under Secretary of Defense (Acquisition, Technology & Logistics). The vice chair is the Deputy Under Secretary of Defense (Acquisition Reform). Membership includes the Service Acquisition Executives; the Deputy Under Secretary of Defense (Logistics); the Director, Defense Procurement; the Director, DCAA; and representatives from the National Aeronautics and Space Administration (NASA) and the Federal Aviation Administration (FAA).

As of November 1, 1999, there are 330 contractor facilities participating in SPI, 1,724 proposed process changes, and 1,246 block change modifications. In addition to non-monetary benefits, the total amount of negotiated savings is approximately $30.6M and the estimated cost avoidance on future contracts is approximately $521M. To learn more about SPI, please visit the SPI website: *http://www.dcmc.hq.dla.mil/dcmc_o/oc/spi/index.htm,* or look for SPI highlights on our web site at *http://www.acq.osd.mil/ar/spi.htm.* *—AR—*

> *"SPI is one of the best initiatives I've seen over the 20 years I've been a contractor." -*
> *Jim Steggall, Rockwell Collins*

PEO/SYSCOM Conference Builds on Achievements

Program executive officers (PEO), systems command (SYSCOM) commanders, OSD and defense industry representatives all attended the Ninth Program Executive Officers (PEO)/Systems Command (SYSCOM) Commanders' Conference, "Going Commercial - Building on Our Achievements,"October 19-20, 1999. According to Defense Systems Management College (DSMC) Commandant, Brig Gen Frank Anderson, "This is the largest attendance at any DSMC conference — an attendance I attribute to the continuing success of acquisition reform and the [conference's] theme." Both days of the conference were packed with useful information for acquisition professionals — showing how far reform has come and how much is left to be achieved.

In his keynote address, Dr. Jacques Gansler, Under Secretary of Defense (Acquisition, Technology & Logistics), outlined both the progress made in acquisition reform and the progress needed to achieve increased readiness potential at lower costs. "The threats I would have outlined as potential threats two years ago — cyberthreats, chemical and biological warfare, terrorism — are here to-

day," he said. These threats and the growing use of coalition warfare, as seen in the situation in Kosovo, create needs for interoperability, rapid response requirements, and broad response requirements. Following commercial practices is an essential, urgently needed cultural change that can happen through education. Dr. Gansler outlined changes in his office: first, the Director of Logistics is now a Senate-confirmed position and, second, a new Office of Interoperability has been established, with Dr. V. Garber as its Director.

Mr. Stan Z. Soloway, Deputy Under Secretary of Defense (Acquisition Reform), updated the audience on activities since the April 1999 Workshop and the Fall 1998 PEO/SYSCOM Commanders' Conference. Major advances have been made in requirements generation, civil-military integration (CMI), Price Based Acquisition (PBA), and reduction in total ownership costs (R-TOC). Milestones achieved include a rewrite of Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3170.01, the launch of DoD 5000.1 and DoD 5000.2-R (5000 Series Rewrite), establishment of a multidisciplinary government and in-

dustry group on standards, and running ten R-TOC pilot programs in each Service. Mr. Soloway emphasized his office's effort to use feedback from the acquisition community, as in its incorporation of 500 comments on drafts for PBA policies and procedures. He also described the Acquisition Reform office's new Change Management Center.

Next, Dr. V. Garber led a panel on Interoperability and Mr. Richard Sylvester and Mr. William Mounts presented: "The Road Ahead - Accelerating the Transformation of DoD Acquisition and Logistics Process and Practices" to complete the first morning of the conference.

The luncheon speaker, Mr. David Oliver, Principal Under Secretary of Defense (Acquisition and Technology), addressed the expectations for the future of acquisition reform, telling the audience: "You (as acquisition professionals) have the opportunity to make a significant difference in future years. There are not many workers who can say they have such opportunities."

In the afternoon, conference attendees were able to follow one of three Tracks or attend any particular presentation of their choice:

- Track 1: Expanding commercial outreach, empowering employees and reducing cycle time (PBA, Balanced Scorecards and 5000 Series Rewrite).
- Track 2: Transitioning to commercial applications while meeting military project-specific requirements (COTS, Test Investments, case study on the DLA Commercial Ventures).
- Track 3: R-TOC pilot programs status for each Service, an industry perspective of R-TOC, Army guidelines for pilots and the Navy's success with the Cost Reduction and Effectiveness Improvement Council (CREIC) process .

The evening session featured exhibits from OSD and industry. Mr. Jeffrey Bialos, Deputy Under Secretary of Defense (Industrial Affairs) addressed the three industrial challenges DoD must meet to ensure our future defense needs:

Simulation-based acquisition – just one of the "roads ahead" for DoD displayed at the PEO/SYSCOM Conference.

PEO/SYSCOM

- Retention of competitive sources in a limited market
- Reap the benefits of globalization
- Take full advantage of industrial economies of scale.

A panel discussion followed with the title: "Going Commercial on the Battlefield - Implications on Theater Operations." This panel was a high point of the conference and provided a lively discussion of the pros and cons of having contractor personnel on the battlefield to support products and the warfighter.

The opening speaker on day two, Mr. Harry Schulte, U.S. Special Operations Command (USSOCOM), described the logistics initiatives for USSOCOM and the efficiencies and cost savings that have resulted. Special Operations Forces (SOF) logistics are based on three key components: the SOF Support Activity (SOFSA); SOF Sustainment, Asset Visibility and Information Exchange (SSAVIE) and the Storefront. SOFSA is a government-owned and contractor-operated logistics support facility that provides services to joint SOF units. It is composed of Joint Operational Stocks (JOS) and Depot Agile Repair Teams (DARTs) . JOS are centrally managed, stored and maintained stockpiles of equipment available for loan to SOF units. DARTs provide depot-level work at several locations. Down time, on-site time and costs are lowered significantly using DARTs. SSAVIE is an integrated, web-based logistics system providing centralized asset and materiel management, while the Storefront provides customers a focused entry point into the whole system. The bottom line for SOF is real cost savings with superior customer service.

A unique panel made up of Program Manager, PEO, SYSCOM Commander, Logistics, Industry and Comptroller representatives addressed "What's Working," "What's Not Working," and "How to Pick Up The Pace" of going commercial in acquisitions. While each speaker highlighted some difficulties with the speed and pace of commercialization, all agreed that commercial practices would ultimately benefit the acquisition community.

Mr. Robert Neal, Jr., Director, Office of Small and Disadvantaged Business Uti-

PEO/SYSCOM Conference attendees test a Boeing flight simulator at the evening reception.

lization, Small Business Administration (SBA), addressed small businesses' role in acquisition reform and ways DoD can take advantage of the SBA and DoD partnership under the "Small Business Program."

The Honorable Daniel Goldin, Administrator, National Aeronautics and Space Administration (NASA), spoke about NASA's experience with commercialization and what the DoD could learn from their experiences.

A wrap-up panel of senior OSD leadership ended another successful PEO/SYSCOM Commanders' Conference. Slides of the speakers' presentations are available at *http://www.acq.osd.mil/dsac/confern.htm. —AR—*

Focus on R-TOC

(Continued from page 1)

to FY 1998 levels) by fiscal year 2005. Thirty pilot programs have been developed to demonstrate the type of cost savings depicted in the DPG. The pilot programs will test initiatives in a variety of different acquisition cycle stages and systems. The 30 R-TOC pilot programs include: Army: M-1 and AFATDS; Navy: H-60 and SLAM-ER; Air Force: B-1 and C/KC-135. The pilots will each develop "TOC Reduction" plans that identify the steps needed to achieve the TOC reduction goals.

A Defense Systems Affordability Council Pilot Program Forum was held August 31 through September 1, 1999 to review pilot program efforts. The purpose of the Forum was to share cost savings ideas between programs and across services, to gain an understanding of the status of each pilot program's efforts to re-

duce costs, identify impediments to senior management in the services and within OUSD (AT&L), and to identify actions for senior management to support the R-TOC pilot programs. The Forum showed that the several of the pilot programs have plans to meet the 20% reduction goal. Progress has been made on baselines, goals, and R-TOC plans. Many opportunities exist for lowering O&S while increasing performance and readiness. In the future, each pilot program is required to brief their R-TOC status once a year. Forums will be held quarterly for this purpose. In addition, R-TOC plans were submitted on October 15, 1999, and each program must submit a quarterly written report. The next Pilot Program Forum is scheduled for January 2000.

—AR—

AR News Roundup

DAU Consolidation Approved

On November 8, 1999, the Deputy Secretary of Defense, John J. Hamre, signed Department of Defense Reform Initiative Directive #52 approving the consolidation of the Defense Acquisition University (DAU). It streamlines the management of the DoD acquisition education and training programs. The unified structure will enable DAU to achieve economies, improve quality and establish the preeminent faculty required to meet the academic standards to be established by the Chancellor for Education and Professional Development. As part of DAU consolidation, the current consortium schools will transfer DAU-funded positions (faculty and staff) from their current organizations to DAU. There will be four campuses: Fort Belvoir, Fort Lee, Wright-Patterson, and Norfolk; three educational centers: Rock Island, Port Hueneme, and Columbus, OH; and six classroom facilities: Hanscom, Monmouth, Pax River, Huntsville, Los Angeles, and San Diego. This consolidation will be completed within the next 12 calendar months. There will no interruption of DAU education and training during this transition period.

B1-B Teams for Success

By Elizabeth Z. Gillespie
Contracting Officer
B-1B System Program Office

The B-1B Teaming on Proposals (TOPS) process is a Cycle Time Reduction process that uses a structured approach to proposal preparation and review. It is based on a teaming relationship between the government customer and the contractor. The goal is to reduce acquisition lead-time, facilitate the team's agreement on cost and price, terms and conditions, and other contract requirements, and to jointly develop a mutually agreed upon contract document. The result is to decrease costs by reducing cycle time and eliminating rework.

As part of the acquisition reform effort, the B-1 Team has been using the TOPS process for over three years. With continuous process improvement, TOPS has evolved to include a newly developed TOPS guidebook, which has been recognized as a "Best Practice" by AFMC and is available on their web site. The guidebook provides an 11-step process with a shopping list of items, which should be considered by the team in developing a TOPS schedule. What sets the B-1 TOPS process apart from other integrating pricing processes is the Lessons Learned application which assures continuous improvement and Cycle Time Reduction.

The first B-1 efforts to use TOPS were the Block E Computer Upgrade and Wind Corrected Munitions Dispenser (WCMD) Integration Program. That by itself was an acquisition reform success story. The success continues, because on major programs,aq the B1-B System Project Office (SPO) has reduced acquisition time by 28% from requirements identification to contract award. This has paid off by reducing time by 45% from proposal receipt to contract award and negotiations to contract award. This is truly a win-win acquisition reform effort for the user, the B-1 SPO, and the contractor. That's why this is a great process for sole-source contracting.

The bottom line? The B-1B SPO's TOPS process shortens acquisition times, leads to better proposals, better agreements, better contractual documents, and cost savings.   *—AR—*

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UPCOMING EVENTS

Don't miss the **AIAA Acquisition Reform Conference 2000!** Chaired by Dr. Gansler, USD(AT&L), *Acquisition & Logistics Reform: The Roads Traveled... The Roads Ahead*, is scheduled for **27-28 January 2000**, in Washington DC. Featured speakers include co-chair Philip Odeen (Exec VP & General Manager of TRW), Dr. Gansler (USD(AT&L)), Mr. David Oliver (PDUSD(AT&L)), and Jack Welch (CEO of General Electric). Topics include successes and challenges, globalization, competition in the new business environment, the new front-end acquisition process, competitive sourcing, COTS and COSSI, reshaping supplier management through civil-military integration, and product support. For more details, visit *http://www.aiaa.org/images/pdf/ar00prog.pdf*, call 1-800-639-2422 or e:mail *custserv@aiaa.org*.

Get ready for the **8th Annual Conference on Quality in the Space & Defense Industries "2000 CQSDI" — Managing Risk By Maximizing Quality & Safety, 6-7 March 2000**, in Cape Canaveral, FL. Government employees and contractors are welcome. Topics include:

- How Acquisition Reform Has Affected the Assurance Process
- Lessons Learned from Space & Military Mission Successes
- Managing Risk for Program Success

Speakers include Stan Soloway, DUSD(AR) and Ric Sylvester, ADUSD (Systems Acquisition). Look for more information on the 2000 CQSDI web site (coming soon), call 254-776-3550, or e:mail *info@sgmeet.com*.

More From PEO Conference

The Industrial Base...

Industry advancements and DoD needs have led to significant changes in industry's approach to acquisition reform, according to Mr. Jeffrey Bialos, Deputy Under Secretary of Defense (Industrial Affairs) (DUSD (IA)).

First, DoD product demands have significantly changed. Increased proportions of satellites and tactical-wheeled vehicles are needed while demand in other defense systems and industrial components has dropped. Industry consolidations affect suppliers for every product category. There were up to 13 suppliers in one particular industrial sector in 1990; today, there are no more than six and most product categories have two or three suppliers.

Second, military interoperability needs and industry globalization could create a competitive Trans-Atlantic or Pan-European defense industry. DoD and industry will need to work together to facilitate, sustain, and update security and acquisition practices.

To be effective in this new environment, DoD can help managers become intelligent purchasers with clear but flexible guidelines, niche product programs and an updated DoD 5000 Series policy. According to Mr. Bialos, industry engagement in significant, select programs could strengthen both military and industrial strategic planning.

...And the Industrial View

Mr. Peter DeMayo, Vice President for Contract Policy, Lockheed Martin Inc., informally surveyed his industry counterparts and, from their perspective,

found what they believe is holding DoD back from full effectiveness:

- DoD culture resists change.
- Reforms intended to simplify processes are hampered by more bureaucracy.
- Greater emphasis is needed on commercial item procurement reforms, although much progress has been made in this area.

Industry sees progress in early pilot program successes, which:

- allows greater use of commercial methods through congressionally waived regulatory and statutory requirements;
- eliminates non-value-added government-specific requirements; and
- creates funding stability with long-term contracts.

These pilot programs led to Federal Acquisition Reform Act (FARA) and Federal Acquisition Streamlining Act (FASA) implementation, which, from industry's perspective, allows the government greater flexibility that has not been fully exploited. For example, FASA and FARA language are provided as options to contracting officers, rather than mandated. According to Mr. DeMayo, the areas of greatest reform success have been Single Process Initiatives (SPIs) and the establishment of Integrated Product Teams (IPTs). The development of cross-organization Management Councils in IPTs has improved communication and working relationships — the keys to long-lasting, effective acquisition reform.

Mr. Bialos and Mr. DeMayo were featured speakers at this year's Program Executive Officers (PEO)/Systems Command (SYSCOM) Commanders' Conference. For full details on their presentations, log onto *http://www.acq.osd.mil/dsac/confern.htm.*

—AR—

DSMC Chart Updated Based on 5000 Series

The Defense Systems Management College (DSMC) Defense Systems Acquisition Management Process Chart has recently been updated based on the latest changes to DoDD 5000.1 and DoD 5000.2-R. This marks the eighth evolution of this uniquely successful chart, which has been distributed to over 70,000 students and members of the acquisition community to date. The chart is used as a training/integration aid in many DSMC courses. It has also been used by the Air Force Institute of Technology; Southeastern Institute of Technology; Army Logistics Management College; University of Houston; Army Engineer School; Air Force Operational Test and Evaluation Center; University of Maryland; Computer Science School at Fort Gordon; University of Southern California; and the Industrial College of the Armed Forces (Senior Acquisition Course).

The chart is designed to serve as a convenient roadmap of acquisition functions throughout the system life cycle. Based on policies and current best practices, the chart summarizes (in time sequence) the key events, activities, players, and documents used throughout the system life cycle.

Government personnel interested in obtaining a single copy of this chart may send a written request to the following address:

DEFENSE SYS MGT COLLEGE
ATTN: ASCL
9820 BELVOIR ROAD
SUITE 3
FT BELVOIR VA 22060-5565

Government personnel may also fax their single copy requests on official stationery to (703) 805-3726. Nongovernment organizations and employees may order the chart [at a nominal fee] by contacting the Government Printing Office at (202) 512-1800 or fax (202) 512-2250. Government organizations also may order multiple copies for a fee at these numbers. —AR—

ADATP Promotes Team Spirit

The Association of Defense Acquisition & Technology Professionals (ADATP) is a new non-profit association dedicated to defense acquisition and technology professionals. ADATP has a mission to be the voice of the acquisition and technology workforce and is organized for educational, professional and fraternal purposes. ADATP serves as a forum to critique acquisition policy and process, while providing feedback to DoD leadership on matters influencing the welfare of the acquisition workforce.

ADATP will cut across all acquistion career fields and military departments and will bring together logisticians, contracting specialists, engineers, information technologists and several other members of the acquisition and technology workforce, while promoting the team approach in the spirit of broad-based acquisition reform. This should be a defining moment in the evolution of program management and the acquisition and technology workforce.

George Krikorian, former Forrestal-Richardson Memorial Chair at the DSMC, is serving as interim Executive Director of ADATP. The Association is expected to launch on January 1, 2000. Membership will provide a networking forum for acquisition and technology professionals, continuing education and training, a monthly magazine on current policy matters and workforce issues and a means to communicate opinions and reactions of the defense acquistion workforce to various DoD elements.

ADATP encourages interested parties and potential members to visit their web site for more information or to fill out an "Expression of Interest Forum" at *http://www.adatpro.org*. For further details, please call (703) 247-2561.

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